

## **Summary of Changes to the Business Plan**

Since the Management Council last met in August of 1998, several events have occurred that have had a significant impact on the Training and Development Business Plan. These events include: Workforce 21 initiative, Presidential Executive Order 13111 "Using Technology to Improve Training Opportunities for Federal Employees," and the General Accounting Office's final audit report and recommendations on DOE's Training Program.

In addition, a Task Managers meeting was held December 8, 1998 to discuss the Performance Action Sheets. Efforts were made to inform employee unions, employee groups and other stakeholders about the Business Plan and give them an opportunity to comment on the draft Plan. The affect of all of these events on the Business Plan is reflected in the following list of major changes to the Plan.

### **EXECUTIVE SUMMARY**

The Executive Summary was rewritten to better describe the reasons why we are pursuing a Training and Development Business Plan. The summary covers the current status of DOE's corporate training program, the objectives of the Business Plan, expected roles and responsibilities and a summary of each section found in the Business Plan.

### **SECTION 1 BUSINESS DESCRIPTION**

#### ***General***

Several areas of the Business Description were edited or rewritten to reflect the current events affecting the corporate training program. Roles and Responsibilities were clarified, particularly those of the Management Council and contractors.

#### ***Performance Objectives***

The Corporate Performance Objectives have undergone numerous changes. A Task Managers meeting held December 8, 1998, identified several revisions to some of the performance measures and expectations and at least one proposal to delete a measure (07-01). Similarly, the recent Departmental initiative Workforce 21, the Presidential Executive Order on technology-supported learning and the draft GAO final audit and recommendations report have had significant impact on the Business Plan including the addition of 9 proposed new tasks. The attached table lists all the Performance Objectives, measures and expectations. The tasks are labeled NEW, REVISED or NO CHANGE.

One of the previous Performance Objectives was recommended to be deleted in its entirety:

#### **Performance Measure 7-1**

##### **Educational Outreach Program Administrative Guidelines for Training Managers.**

The assigned Task Managers have reviewed the task and determined that it should be deleted from the business plan. The performance objective and measures deal with outreach programs for elementary, high school, and college students. In most cases, this outreach is not within the role of DOE Training Managers.

In addition, there is no need to establish a formal task, with performance measures, to link with and communicate with the Department's Education council. The chairman of the Education Council has agreed to informally share information with the TDMC.

Most Education Outreach activities are decentralized through the various program offices and field locations, and do not necessarily flow through the Education Council. The Education Council does not have any formal oversight of these programs.

#### ***Evaluation***

Finally, a section was added to the Business Description that explains the approach the

Department will take in evaluating the success of the Business Plan. This will be accomplished through the balanced score-card approach.

## **SECTION 2 PRODUCTS AND SERVICES**

Section 2 was reformatted to make it easier to review each performance measure/expectation one page at a time. "Product Profiles," recapping the performance objectives, measures and expectations were created. More importantly, the profiles identify the expected products and services to be realized by reaching the performance expectations. In addition, the business reasons for establishing the performance measures and expectations are stated. You will find a product profile for each of the 23 performance measures/expectations.

## **SECTION 3 MARKETING AND COMMUNICATIONS PLAN**

The only change made to this section was to revise the time frame for implementation of a formal marketing/communications plan.

## **SECTION 4 FINANCIAL MANAGEMENT**

The Financial Management section has been rewritten to concentrate on roles and responsibilities for funding the Business plan, implementation of the Plan through the Performance Action Sheets and evaluation/return-on-investment strategies.

Once the Performance Action Sheets are finalized a table will be included with a roll-up of all the Tasks' start and end dates, anticipated labor hours and costs. The individual performance action sheets have been moved to an appendix entitled ANNUAL IMPLEMENTATION PLAN. As explained in Section 4, the Annual Implementation Plan will be reviewed and revised before the beginning of each fiscal year.

**SUMMARY and STATUS OF PERFORMANCE OBJECTIVES, ACTIONS, MEASURES and EXPECTATIONS**

<b>Performance Objectives</b>	<b>Performance Action</b>	<b>Performance Measures</b>	<b>Performance Status</b>
1. Improve and maintain workforce competence.	<b>Training Needs Assessments</b>  <b>NEW</b>	1. Percentage of DOE elements that identify their critical training and development needs and a completed functional/ occupational needs assessment for the Department.	1. 100% completed and developed by 12/31/99 functional needs assessment program for workforce development completed
	<b>Individual Training and/or Development Plans</b>  <b>NO CHANGE</b>	2. Percentage of DOE Federal employees that have approved annual individual training and/or development plans.	2. 90% of employees will have individual development plans by 12/31/99
	<b>Annual Training Plans</b>  <b>NEW</b>	3. Percentage of Annual Training Plans submitted to the Office of Training and Human Resource Development (MA-31).	3. 100% completed submit Annual Plan to Office of Training and Human Development
	<b>Federal Technical Capability Program Support and Development</b>  <b>REVISED</b> <i>(Measure/Expectation rewritten)</i>	4. Commitments in Implementation plan 93-3 and Action items established by the Federal Technical Capability Panel (FTCP) that are completed in accordance with the directions of the FTCP chair.	4. All of the items of the 93-3 Plan are completed by end of 1999
	<b>Management and Supervisory Training</b>  <b>REVISED</b> <i>(Date change)</i>	5. Management and supervisory training framework document.	5. A framework for management training developed by 05/03/99

Performance Objectives	Performance Action	Performance Measures	Performance
	<b>Succession Planning</b>  <b>NEW</b>	6. Education, training and career development are integral elements of succession planning in DOE.	6. Address training development elements overall
2. Provide training, education, and career development services in a cost-effective manner.	<b>Average Training Cost Per Employee</b>  <b>NO CHANGE</b>	1. DOE training costs benchmarked against industry/govt. training costs.	1. DOE's training costs are similar to the private sector
	<b>Duplicate Training Courses</b>  <b>NO CHANGE</b>	2. Funds expended on DOE-developed training courses that are duplicative.	2. DOE developed training courses by 12/31/9
	<b>Training Centers of Excellence</b>  <b>NO CHANGE</b>	3. Number of Training Centers of Excellence.	3. 6 Training Centers of Excellence by 12/31/9
	<b>On-The-Job Training Guides</b>  <b>NO CHANGE</b>	4. Catalog of OJT training guides.	4. OJT guides made available by 12/31/9
	<b>Career Development-Related Details and Rotational Assignments</b>  <b>REVISED</b> <i>(Date change)</i>	5. Number of career development-related details and rotational assignments.	5. A baseline established by July of 199

Performance Objectives	Performance Action	Performance Measures	Performance
	<b>Unfunded Training Mandates</b>  <b>REVISED</b> <i>(Measure/Expectation changed)</i>	6. Assessment model for directives process	6. Develop model for directive requirements resource management identify when training are estimated
3. Establish a corporate training management system.	<b>CHRIS Training Administration Module</b>  <b>NO CHANGE</b>	1. Implementation of the Corporate Human Resources Information System (CHRIS) Training Administration Module.	1. Complete plan, pilot Administration implementation 10/01/9
4. Partner with other Federal agencies, DOE contractors, State and local governments, academia and non-profit organizations to share resources and provide cross-cutting training in a cost-effective manner.	<b>Training Partnerships/ Regional Training Councils</b>  <b>REVISED</b> <i>(Combined 4.1 and 4.2)</i>	1. Amount of cost savings (or cost avoidance) attributed to training partnerships/training councils.	1. Cost savings avoidances partner participation council the end
5. Optimize the use of technology-supported learning.	<b>Optimize The Use Of Technology-Supported Learning (TSL)</b>  <b>REVISED</b> <i>(Date change)</i>	1. Technology Supported Learning Implementation Plan completed.  2. Pilot project completed.	1. TSL Implementation develop 03/31/9  2. Pilot project TSL-based completion

Performance Objectives	Performance Action	Performance Measures	Performance
6. Adopt and apply relevant and established corporate training standards, criteria, and metrics for consistent development, delivery, and evaluation of training.	<b>DOE Corporate Handbook of Training Standards, Criteria and Metrics</b>  <b>REVISED</b> <i>(Measure/Expectation changed)</i>	1. DOE handbook on corporate training standards, criteria and metrics developed, approved and promulgated.	1. The Training Development Group needed to adopt the established standards and metrics on corporate training standards and metrics by 12/31/2010.
	<b>Revised DOE Order 360.1 and DOE Manual 360.1</b>  <b>REVISED</b> <i>(Date change)</i>	2. DOE Order 360.1a and DOE Manual 360.1a Federal Employee Training issued.	2. Compliance with Manual 360.1a Issue # 11/30/2010.
7. Reinvest savings achieved through the efficient operation of DOE's Corporate Education, Training and Development program.	<b>Reinvestment Strategy</b>  <b>NEW</b>	1. Reinvestment Strategy document for cost-savings/cost avoidance achieved through training efficiencies.	1. Strategy document developed and promulgated.
8. Implement and evaluate the corporate education, training and development program.	<b>Administration of the Corporate Education, Training and Development Program</b>  <b>NEW</b>	1. Senior management evaluation of administrative support.	1. Administrative support and development activities timely.

Performance Objectives	Performance Action	Performance Measures	Performance
	<b>Evaluation of the Corporate Education, Training and Development Program</b>  <b>NEW</b>	2. Annual evaluation report.	2. The ef corpor and de will be annual the TD will be FY01 t cycle. used to budge
	<b>Customer Satisfaction</b>  <b>NEW</b>	3. Completed survey report with results and recommendations.	3. Condu custom corpor and de 12/31/
9. Implement steps to improve contractor employee training performance	<b>New Chapter to DOE Order 350.1 Contractor Human Resource Management Programs</b>  <b>NEW</b>	1. Chapter on contractor training added to DOE Order 350.1 "Contractor Human Resource Management Programs" and promulgated.	1. Issue i Order contra perfo
	<b>Contractor Training Performance Objectives and Measures</b>  <b>NEW</b>	2. Revised human resources performance objectives and measures model to include training performance objectives.	2. Revise performeas memo objecti contra perfo